


<b>ADMINISTRATIVE ORDER 2.32</b>
<b>TO:</b> All Department/Division Heads & Supervisory Personnel
<b>FROM:</b> Marsha Grigsby, City Manager 
<b>SUBJECT:</b> Recruitment & Selection Process/Procedures for Seasonal, Intermittent, Temporary Personnel
<b>DATE:</b> July 29, 2013
<b>Supersedes and Replaces Administrative Order 2.32 dated 11-1-93 regarding same subject.</b>

**I. PURPOSE**

The purpose of this Administrative Order is to establish a written policy communicating the standard recruitment and selection/process/procedures which should be followed in hiring all personnel for Seasonal/Temporary/Intermittent Positions. Specifically, this Administrative Order shall:

- assign authority and responsibility for selection process administration;
- establish a process for recruitment and describe standard recruitment/selection procedures;
- ensure that the recruitment/selection process is fair, equitable and non-discriminatory in nature;
- ensure that standard recruitment/selection procedures are performed in a uniform, consistent manner;
- establish procedures for the storage and destruction of selection materials; and,
- require an annual evaluation of the selection processes/procedures.

## **II. RECRUITMENT/SELECTION PROCESS ADMINISTRATION**

The Director of Human Resources is charged with the authority and responsibility for the development and implementation of effective recruitment/selection policies and procedures designed to hire the most qualified candidates and for ensuring that these procedures are fair, equitable, and non-discriminatory in nature. Therefore, the Director of Human Resources is hereby authorized, through the efforts of his/her staff, to enforce compliance with these policies and procedures at all Departmental/Divisional levels. The Director of Human Resources shall provide periodic reports to the City Manager regarding the effectiveness of recruitment/selection efforts and should situations warrant, the Director shall advise the City Manager regarding serious acts of non-compliance at the Departmental/Divisional level. The Director of Human Resources, through the efforts of his/her staff, is hereby required to enforce the procedures outlined in this Administrative Order.

As part of the recruitment/selection process administration, specific prerogatives shall be retained by the hiring Department/Division. These prerogatives shall include the independent determination of staffing needs; the identification of specific knowledge, skill, and ability requirements and other qualifications for their positions; independent screening of candidate applications; structuring, scheduling, and conducting initial interviews; evaluating the suitability of candidates' qualifications; conducting reference checks; and recommending the preferred candidate(s) for further consideration. (The Human Resource's staff is available to assist with identification of knowledge, skill, ability and experience requirements when needed.)

## **III. RECRUITMENT/SELECTION PROCESS**

The following standard components and procedures shall comprise the selection process:

### **A. Announcement/Advertisement & Receipt of Applications**

1. Prior to the publication of the recruitment announcement, the Division of Human Resources shall provide the most recently published announcement or existing job description to the hiring supervisor/manager for review. Any desired changes in content shall then be reported to the Division of Human Resources.
2. The Division of Human Resources shall then prepare an announcement/advertisement in final draft form. The announcement/advertisement shall contain a description of the position's most critical duties/responsibilities and other such information as minimum qualifications, certification requirements, hours of work, rate of pay, the place to obtain information regarding the position, the deadline for application, and any other relevant employment related data deemed appropriate by the Director of Human Resources. This final draft advertisement/announcement shall be forwarded to the Departmental/Divisional hiring supervisor/manager for a

final review. Upon receiving notification from the Departmental/Divisional hiring supervisor/manager that final draft is acceptable, Human Resources shall place the advertisement, post/circulate the job vacancy announcement internally, and post the announcement on identified recruitment websites. As a supplement to published announcements, the Division of Human Resources may also participate in job fairs or canvass area High Schools, technical schools, and colleges in an effort to reach the maximum number of prospective candidates.

3. The recruitment announcement/advertisement shall be publicized at least ten (10) days prior to the deadline for application specified in the announcement/advertisement.
4. Each candidate shall be required to complete the entire Employment Application, including the "Acknowledgment & Release" section, acknowledging that the City may employ a variety of screening procedures during the selection process (e.g. application review, written tests, interviews, criminal record check, reference check, driving record check, and drug test) in assessing his/her suitability for employment. In addition, each candidate shall be required to complete the "Pre-Employment Drug Testing" section, which indicates consent to participate in such testing at the appropriate time and sequence in the selection process, as well as consent for the results of said testing to be released to City of Dublin personnel. Furthermore each candidate shall be required to complete the "Drug & Alcohol Testing" section, which indicates consent to participate in such testing after employment, as a condition of continued employment, in certain specifically listed circumstances, as well as consent for the results of said testing to be released to the City of Dublin personnel. Without the completion of these sections of the Employment Application, the candidate shall not be given further consideration for employment with the City.
5. Each candidate shall also be required, at time of application, to complete the "Fair Credit Reporting Act Notification and Acknowledgement" Form, acknowledging that the City may obtain and use a variety of consumer or investigative reports (e.g. credit, criminal record, driving record, etc.) in assessing his/her suitability for employment.
6. Within five (5) days after the receipt of a candidate's application, written notification of such receipt shall be sent to the candidate.
7. Applications received by the Division of Human Resources shall be logged into the Division's applicant database and shall be immediately forwarded to the hiring Department/Division.

**B. Screening of Applications**

1. Appropriate supervisory/managerial personnel within the hiring Department/Division shall screen the applications and determine the best qualified/most suitable candidates to be interviewed. Problems or difficulties encountered by staff at the Departmental/Divisional level should be brought to the attention of the HR Division. The role of HR staff will be to provide direction and guidance to the Departmental/Divisional staff regarding the difficulty they are facing.
2. Those candidates not selected for an interview shall be so notified, in writing, by the Division of Human Resources within thirty (30) days following completion of the application screening phase of the process. In order for timely notification to take place from Human Resources, each Division shall be required to return the employment application and all related documentation for each non-selected candidate to the Division of Human Resources within two weeks following completion of the application screening phase of the process.

**C. Structured Interviews**

1. Individual or panel interviews shall be conducted by appropriate supervisory/managerial personnel at the Department/Divisional level, within thirty (30) days, with a significant number of candidates to ensure competitiveness. These interviews shall be structured in nature and shall be conducted using only job-related, nondiscriminatory procedures. Each Department/Division shall be accountable for ensuring that the questions presented to candidates are job-related and non-discriminatory in nature. Should supervisory/managerial personnel at the Department/Division level need direction and guidance on the appropriateness of their questions, they are encouraged to consult with the Human Resource Administrator assigned to their Department/Division. (Uniformity and consistency are important characteristics of an effective interviewing approach and strategy and, therefore, the hiring supervisor/manager shall have an identified group of core questions which should be asked of all candidates to be interviewed. Any questions asked of a candidate should comply with 2 basic rules: (1) the questions must be legitimately job related; and (2) the question must be consistent with the notion of "business necessity", which means there is a legitimate business-related reason for asking it.) The Human Resources staff, upon request and based upon availability, will assist in the interviewing process at the Departmental/Divisional level. Should such assistance be needed by the hiring manager/supervisor, a request should be made to the Human Resource Administrator assigned to that Department/Division.

2. The results of each interview shall be recorded and documented through the use of an interview worksheet.

**D. Conditional Offer of Employment**

1. Once a determination has been made regarding the preferred candidate(s), the Department/Division shall recommend an appropriate starting rate of pay to be offered. This shall be determined by analyzing the strength of the preferred candidate(s)'s qualifications in relation to the pay range and established minimum qualifications for the position, and the qualifications and rates of pay for existing employees within the same or similar job classifications. (In accordance with Administrative Order 2.57, all starting rates of pay as subject to review and final approval by the Director of Human Resources.)
2. A conditional offer of employment shall then be conveyed verbally by the Department/Division to the preferred candidate(s). The conditional offer shall explain that the employment offer is conditional upon the candidate passing the required pre-employment drug test, a criminal record check, a reference check, and a driving record check.
3. Upon conveying a conditional offer, the hiring supervisor shall provide the candidate with a pre-employment drug testing form containing instructions regarding the location of the testing and the proper information needed when reporting. The candidate's social security number shall then be forwarded by the hiring supervisor to Human Resources for processing of the criminal background check, drug test results and driving record check.

**E. Pre-Employment Drug Testing**

1. Each candidate, to whom a conditional offer is extended, shall also be required to submit to and pass a urinalysis to detect the presence of illegal drugs, or legal drugs which may have been obtained and used illegally, in his/her system. The candidate shall be required to report for the pre-employment drug test within (48) forty-eight hours of receiving the City's conditional offer.
2. It is the policy of the City not to appoint any candidate who does not consent to a drug test or whose test results are confirmed to be positive for the presence of illegal drugs and legal drugs for which the candidate cannot submit sufficient proof that such drugs were legally obtained or used.
3. Each candidate, to whom a drug test is administered, shall be notified of the test results and be advised whether he/she will be disqualified due to said results. Any explanation a candidate may have as to why a positive test result was obtained, shall be carefully considered.

4. Drug testing shall be conducted in the following manner:
  - a. No candidate shall be administered a drug test until he/she has been extended a conditional offer of employment, the conditional nature of which shall be that appointment is contingent upon passage of a drug test.
  - b. After notifying a candidate that he/she will be appointed contingent upon passage of a drug test, and only after he/she has consented to testing, he/she shall be directed to an authorized collection site where, after showing proper identification, a urine specimen shall be collected. Sites authorized for the collection of specimens shall be selected at the sole discretion of the Director of Human Resources.
  - c. The specimen shall then be forwarded to a D.H.H.S. (Department of Health & Human Services) certified laboratory for testing and analysis. Laboratories selected for testing and analysis shall be selected at the sole discretion of the Director of Human Resources.
  - d. In screening for the presence of drugs, generally accepted screening procedures shall be used and the threshold level for determination shall be established in accordance with generally accepted medical procedures and existing laws and/or regulations. If the presence of drugs is found in the specimen, that specimen shall be submitted for further verification (confirmatory) testing.
  - e. After the initial screening and confirmatory screening has been completed, the results shall be provided to the Director of Human Resources, or his/her designee.

**F. Reference Check**

1. Concurrent with the drug testing phase of the process, a reference check shall be conducted by the hiring Department/Division. The results of this reference check shall be documented by using the attached candidate reference check form.
2. The purpose of this reference check shall be to verify employment dates, positions held, duties/responsibilities, salary information, and to determine whether the candidate possesses an acceptable record of performance, conduct, and behavior.
3. A candidate who receives an unfavorable reference report may be disqualified from further consideration. In the event the hiring

Department/Division desires to take such action, such recommendation shall be made to the Division of Human Resources. Should the Division of Human Resources concur, the Division of Human Resources shall so notify the candidate, in writing, within a reasonable period of time following the decision to disqualify.

4. Any decision to disqualify a candidate from further consideration shall be based on the substance of the reference check relative to valid, job related considerations.

**G. Criminal Record Check**

1. Concurrent with the drug testing and reference check phases of the process, a criminal check shall be conducted by the Division of Human Resources.
2. The candidate's full name, current address, Social Security Number, date of birth and driver's license number (This is only required when the candidate's job requires driving a City vehicle) shall be entered into an online database to determine whether the candidate has a criminal history.
3. The candidate may also be required to provide finger prints in order to conduct an "out of state" screening through the FBI or further "in-state" screening by the State of Ohio, Bureau of Criminal Identification and Investigation (BCI).
4. A candidate who receives an unfavorable report on the Criminal Record Check may be disqualified from further consideration. If an unfavorable report is obtained, the City of Dublin will allow applicants a meaningful opportunity to explain circumstances surrounding convictions that are relevant to the position the applicant applied. This would be obtained through an individualized assessment conducted by the Division of Human Resources.
5. In determining whether conviction of a criminal offense will disqualify an applicant for a particular position, the following factors will be considered:
  - the nature and gravity of the offense and its relationship to the position;
  - the degree to which the applicant has been rehabilitated; and,
  - the length of time elapsed since conviction and/or completion of the sentence.

6. In the event such a decision is made to disqualify a candidate, the candidate shall be notified by the Division of Human Resources, in writing, within a reasonable period of time following the decision. The applicant will be given the name, address and phone number of the City's vendor to contact if he or she has specific questions about the results of the check or wants to dispute its accuracy.

#### **H. Driving Record Check**

1. Concurrent with the drug testing, reference check, and criminal record check phases of the process, a driving record check shall be conducted by the Division of Human Resources.
2. Each candidate's driving record shall be scrutinized for acceptability. Any determination regarding a candidate's eligibility shall be based on the substance of each candidate's driving record related to the position from which the individual applied.
3. A candidate who receives an unfavorable report on the driving record check may be disqualified from further consideration. If an unfavorable report is obtained, the City of Dublin will allow applicants a meaningful opportunity to explain circumstances surrounding convictions that are relevant to the position the applicant applied. This would be obtained through an individualized assessment conducted by the Division of Human Resources.
4. In determining whether conviction of a criminal offense will disqualify an applicant for a particular position, the following factors will be considered:
  - the nature and gravity of the offense and its relationship to the position;
  - the degree to which the applicant has been rehabilitated; and,
  - The length of time elapsed since conviction and/or completion of the sentence.
5. In the event such a decision is made to disqualify a candidate, the candidate shall be so notified by the Division of Human Resources, in writing, within a reasonable period of time following the decision. The applicant will be given the name, address and phone number of the City's vendor to contact if he or she has specific questions about the results of the check or wants to dispute its accuracy.



**I. Unconditional Offer of Employment**

1. Upon completion of the drug testing, criminal record check, and driving record check phrases of the process by the Division of Human Resources, Human Resources shall report the results of the drug test, criminal record check and driving record check to the hiring Department/Division.
2. Upon passage of the criminal record check, drug test, reference check, and driving record check, the Department/Division shall notify the candidate, verbally, that the above referenced conditions have been satisfied and that the offer is unconditional in nature.

**J. New Hire Orientation/Employment Confirmation**

1. After a candidate has been extended the unconditional offer of employment, a start date shall then be identified and the candidate shall make an appointment with the Division of Human Resources to attend a new hire orientation session. This new hire orientation session shall cover a variety of City policies, which at a minimum shall include the Technology Use Policy, Sexual Harassment Policy, Drug & Alcohol policies.
2. At the new hire orientation session, the candidate shall be required to complete the required new hire forms. The new hire packet shall include: a hiring supervisor checklist; employee status form; employee information form; I-9; W-4; State of Ohio withholding exemption; the Public Employees Retirement System of Ohio's Personal History Record; a Work Permit (if the candidate is under the age of 18 years of age); the City of Dublin Technology Use Policy Acknowledgment; the City of Dublin Drug & Alcohol Policy Acknowledgement; and a general acknowledgement form verifying receipt of a variety of materials and documents.
3. Once the new hire packet is completed, confirmation of employment, in writing, shall be provided to the candidate from the Division of Human Resources.

**IV. EXEMPTION: ANCILLARY /SPECIAL PROGRAMS, ACTIVITIES, EVENTS**

When ancillary or special programs, activities, and/or events require the employment of temporary/seasonal personnel for short-term periods of less than (3) three weeks at a time, an individual who has previously been employed by the City may be re-employed by the City to staff such programs, activities, and/or events without completing the selection process identified in Section III of this Administrative Order, provided that the individual has successfully completed the selection process not longer than one (1) year prior to the date on which the special program, activity, and/or event is scheduled to begin.

For purposes of this Administrative Order, an ancillary or special program, activity, or event would be regarded as a grand opening celebration, road dedication, festival, holiday

celebration, ribbon cutting, holiday camp program, spring break day camp, or other events of the same or similar nature. It is the intent of this section to allow a certain degree of flexibility in responding to the legitimate short term staffing needs of the organization, for which an extensive commitment of staff time and other organizational resources, in relation to the short-term duration of need, would not be justified. It shall not, however, be used as a means to circumvent valid, normal selection procedures.

**V. RE-EMPLOYMENT: SUCCESSIVE PROGRAM SEASONS**

**A. Eligibility for Re-Employment**

Once a seasonal/temporary employee has been separated at the end of the current year's seasonal program, he/she may be re-employed by the City during the following program season, provided the employee is deemed eligible for re-employment.

**B. Factors Determining Eligibility**

Re-employment eligibility shall be determined by the following factors:

1. An end of season performance evaluation conducted by the Department/Division in which the employee worked and a subsequent recommendation of the hiring supervisor or Department/Division Head; (Should the individual receive a less than satisfactory evaluation and an adverse recommendation from the hiring supervisor or Department/Division Head, the individual shall be deemed ineligible for re-employment the following program season.)
2. Successful completion and filing of an employment application in a timely manner with the Division of Human Resources the following season;
3. Successful completion of a driving record check, criminal record check, and pre-employment drug test, as conducted/coordinated by the Division of Human Resources. (Individuals under the age of (18) eighteen shall not be subject to a criminal record check.)

**C. Paperwork**

Once a candidate has been deemed eligible for re-employment, the candidate shall be scheduled to attend one of the orientation sessions identified under Section III. J.2 of this Administrative Order and shall complete the following required re-employment forms:

- Employment Application
- Reinstatement Packet Form

- Public Employees Retirement System of Ohio's Personal History Record
- W-4
- Employee Information Form

**NOTE:** Implementation of all provisions within Section V. of this Administrative Order shall be deferred until September 1, 2002.

#### **VI. SELECTION PROCESS VALIDITY, UTILITY, ADVERSE IMPACT**

- A. The selection process shall include elements/components which have validity, utility, and minimum adverse impact.
1. **Validity:** Proof that a given element/component of the selection process is job-related either by predicting a candidate's job performance or by detecting important aspects of the work behavior related to the position for which the candidate is applying.
  2. **Utility:** An assessment of the practical value of an element of the selection process based upon considerations of validity, selection ratio, the number of candidates to be selected, and the nature of the job.
  3. **Adverse Impact:** A substantially different rate of selection which works to the disadvantage of members of a race, sex, ethnic group, or other protected class.

#### **VII. SELECTION PROCESS VALIDITY**

- A. The validity of the selection process as a whole, or individual elements/components thereof, is determined in one or more the following ways:
1. **Criterion-related Validation:**  
  
Criteria are identified which reflects successful performance of the job, and test scores are then correlated with the performance ratings for the pre-determined criteria; a high correlation demonstrates that the test is a useful predictor of the candidate's job performance.
  2. **Construct Validation:**  
  
Involves the identification of the characteristics or traits believed to be important to successful job performance. A test is then given which should measure the degree to which the candidate possesses the required characteristics.

3. Content Validation:

A component/element of the selection process is justified by showing that it measures a significant part of the job.

**VIII. ADVERSE IMPACT**

- A. Adverse impact is a substantially different rate of selection which works to the disadvantage of members of a race, sex, ethnic group, or other protected class.
- B. Adverse impact, if any, in the selection process shall be measured by comparing the selection rate for each race, sex, ethnic group, or other protected class with the group having the highest selection rate.

**IX. ADVERSE IMPACT – MINIMIZED**

It shall be the policy of the City of Dublin to minimize adverse impact in the selection process.

**X. ADVERSE IMPACT – DOCUMENTATION**

It shall be the policy of the City of Dublin to maintain, on file, records and data used to monitor adverse impact in the selection process.

**XI. SELECTION PROCESS: SELECTION COMPONENTS/INSTRUMENTS**

Any selection component/instrument utilized as part of the selection process shall have validity, utility, and minimum adverse impact.

**XII. SELECTION PROCESS: OUTSIDE ADMINISTRATOR**

All elements of the selection process administered or provided by an outside organization or vendor shall meet requirements of validity, utility, and minimum adverse impact.

**XIII. SELECTION PROCESS UNIFORMITY**

It shall be the policy of the City of Dublin that all elements of the selection process be administered, scored, evaluated and interpreted in a uniform and fair manner.

**XIV. SELECTION MATERIAL STORAGE**

Selection materials shall be stored in a secure area when not in use, and only those persons with a "right to know" shall be granted access to the materials.

**XV. SELECTION MATERIAL DISPOSAL**

Whenever selection material is to be disposed, it shall be disposed of in accordance with the established record retention/destruction schedule approved by the City Records Commission and shall be disposed of in the specified manner by the City Records Commission.

**XVI. SELECTION PROCESS EVALUATION**

- A. The entire selection process shall be evaluated annually in terms of its effectiveness in selecting the best qualified and most suitable candidates in a fair and equitable manner. This would include a review of the most recent literature and case law on selection, equal employment opportunity, and related selection issues. All circumstances concerning the evaluation of validity, utility, and adverse impact should be considered in determining when one or more elements/components of the selection process is outdated.
- B. A committee comprised of the Director of Human Resources, two Human Resource Administrators, and a labor/employment attorney from the City's Legal Department shall evaluate the process and make appropriate changes.